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Resolution adopted by the General Assembly

[*on the report of the Second Committee (A/62/424/Add.2)*]

62/208. Triennial comprehensive policy review of operational activities for development of the United Nations system

The General Assembly,

Recalling its resolutions 44/211 of 22 December 1989, 47/199 of 22 December 1992, 50/120 of 20 December 1995, 52/203 of 18 December 1997, 52/12 B of 19 December 1997, 53/192 of 15 December 1998, 56/201 of 21 December 2001 and 59/250 of 22 December 2004, Economic and Social Council resolutions 2005/7 of 20 July 2005 and 2006/14 of 26 July 2006 and other relevant resolutions,

Reaffirming the importance of the triennial comprehensive policy review of operational activities, through which the General Assembly establishes key system-wide policy orientations for the development cooperation and country-level modalities of the United Nations system,

Reaffirming also the need to strengthen the United Nations with a view to enhancing its authority and efficiency, as well as its capacity to address effectively, and in accordance with the purposes and principles of the Charter of the United Nations, the full range of development challenges of our time,

Recalling the commitment of Member States to enhance the relevance, effectiveness, efficiency, accountability and credibility of the United Nations system as a shared goal and interest,

Recalling also the need to provide the United Nations system with adequate and timely resources with a view to enabling it to carry out its mandates,

Reaffirming the need to ensure, in a coherent and timely manner, the full implementation of all the elements of its resolutions 44/211, 47/199, 50/120, 53/192, 56/201 and 59/250, and the parts of its resolution 52/12 B, relevant to operational activities for development, which should be considered as an integral part of the present resolution,

Recalling the role of the Economic and Social Council in providing coordination and guidance to the United Nations system to ensure that those policy orientations are implemented on a system-wide basis in accordance with the present resolution and General Assembly resolutions 48/162 of 20 December 1993, 50/227 of 24 May 1996, 57/270 B of 23 June 2003 and 61/16 of 20 November 2006,

Recalling also the outcomes of the major United Nations conferences and summits in the economic, social and related fields, such as the United Nations

Millennium Declaration of 2000,[1] the Monterrey Consensus of the International Conference on Financing for Development of 2002,[2] the Plan of Implementation of the World Summit on Sustainable Development ("Johannesburg Plan of Implementation") of 2002,[3] the 2005 World Summit Outcome,[4] and its resolution 60/265 of 30 June 2006 on follow-up to the development outcome of the 2005 World Summit, including the Millennium Development Goals and other internationally agreed development goals,

Recognizing the vital role played by these conferences and summits in shaping a broad development vision and in identifying commonly agreed objectives, which have contributed to our understanding of and actions to overcome the challenges to improving human life in different parts of the world,

Reaffirming that each country must take primary responsibility for its own development and that the role of national policies and development strategies cannot be overemphasized in the achievement of sustainable development, and recognizing that national efforts should be complemented by supportive global programmes, measures and policies aimed at expanding the development opportunities of developing countries, while taking into account national conditions and ensuring respect for national ownership, strategies and sovereignty,

Recognizing that the internationally agreed development goals, including the Millennium Development Goals, offer a framework for planning, reviewing and assessing the activities of the United Nations for development,

Recognizing also that development, peace and security and human rights are interlinked and mutually reinforcing, and reaffirming that development is a central goal in itself and that it constitutes a key element of the overarching framework of the United Nations operational activities for development,

Recognizing further that the private sector and civil society, including non-governmental organizations, can positively contribute to the achievement of the internationally agreed development goals, including the Millennium Development Goals, and encouraging their further contribution in supporting national development efforts in accordance with national plans and priorities,

Recognizing that new technologies, including information and communications technologies, present an opportunity to accelerate development, especially in developing countries, and noting that access to those technologies remains uneven and that a digital divide still prevails,

Reiterating the importance of the development of national capacities to eradicate poverty and pursue sustained and equitable economic growth and sustainable development as a central goal of the development cooperation of the United Nations system,

Recognizing that current trends in development assistance, including sector-wide approaches and budget support, pose challenges to the United Nations, and stressing that the United Nations can play a role in assisting developing countries to manage these aid modalities,

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[1] See resolution 55/2.

[2] *Report of the International Conference on Financing for Development, Monterrey, Mexico, 18-22 March 2002* (United Nations publication, Sales No. E.02.II.A.7), chap. I, resolution 1, annex.

[3] *Report of the World Summit on Sustainable Development, Johannesburg, South Africa, 26 August–4 September 2002* (United Nations publication, Sales No. E.03.II.A.1 and corrigendum), chap. I, resolution 2, annex.

[4] See resolution 60/1.

Recognizing also the urgent and specific needs of the least developed countries, landlocked developing countries and small island developing States,

Recognizing further the special needs of Africa,

I

Introduction

1. *Takes note with appreciation* of the reports of the Secretary-General on the triennial comprehensive policy review of operational activities for development of the United Nations system[5] and on the comprehensive statistical analysis of the financing of operational activities for development of the United Nations system;[6]

2. *Notes* the advances that the United Nations development system is making in the implementation of General Assembly resolution 59/250, and calls upon the United Nations system to accelerate its full implementation, taking into account the provisions of the present resolution;

3. *Reaffirms* that the fundamental characteristics of the operational activities for development of the United Nations system should be, inter alia, their universal, voluntary and grant nature, their neutrality and their multilateralism, as well as their ability to respond to the development needs of programme countries in a flexible manner, and that the operational activities are carried out for the benefit of programme countries, at the request of those countries and in accordance with their own policies and priorities for development;

4. *Underscores* that there is no "one size fits all" approach to development and that development assistance by the United Nations development system should be able to respond to the varying development needs of programme countries and should be in alignment with their national development plans and strategies in accordance with its mandates;

5. *Recognizes* that the strength of the United Nations operational system lies in its legitimacy, at the country level, as a neutral, objective and trusted partner for both programme countries and donor countries;

6. *Stresses* that national Governments have the primary responsibility for their countries' development and for coordinating, on the basis of national strategies and priorities, all types of external assistance, including that provided by multilateral organizations, in order to effectively integrate such assistance into their development processes;

7. *Emphasizes* that the operational activities for development of the United Nations system should be valued and assessed on the basis of their impact on the programme countries as contributions to enhance their capacity to pursue poverty eradication, sustained economic growth and sustainable development;

8. *Decides* that, with the agreement and consent of the host country, the United Nations development system should assist national Governments in creating an enabling environment in which the links and cooperation between national Governments, the United Nations development system, civil society, national non-governmental organizations and the private sector that are involved in the

[5] A/62/73-E/2007/52 and A/62/253.

[6] A/62/74-E/2007/54 and A/62/326.

development process are strengthened, including, as appropriate, during the United Nations Development Assistance Framework preparation process, with a view to seeking new and innovative solutions to development problems in accordance with national policies and priorities;

9. *Stresses* that the purpose of reform is to make the United Nations development system more efficient and effective in its support to developing countries to achieve the internationally agreed development goals, on the basis of their national development strategies, and stresses also that reform efforts should enhance organizational efficiency and achieve concrete development results;

10. *Requests* the United Nations development system to continue its efforts to respond to national development plans, policies and priorities, which constitute the only viable frame of reference for programming operational activities at the country level, and to pursue full integration of operational activities for development at the country level with national planning and programming, under the leadership of national Governments, at all stages of the process, while ensuring the full involvement of all relevant stakeholders at the national level;

11. *Recognizes* that strengthening the role and capacity of the United Nations development system to assist countries in achieving their development goals requires continuing improvement in its effectiveness, efficiency, coherence and impact, along with a significant increase in resources and an expansion of its resource base on a continuous, more predictable and assured basis;

12. *Encourages* the Secretary-General, through the United Nations System Chief Executives Board for Coordination and the United Nations Development Group, as appropriate, to make efforts to enhance the coherence, effectiveness and efficiency of the United Nations development system;

13. *Recognizes* that the individual United Nations funds, programmes and agencies have specific experience and expertise, derived from, and in line with, their mandates and strategic plans, and stresses, in this regard, that improvement of coordination and coherence at the country level should be undertaken in a manner that recognizes the respective mandates and roles and enhances the effective utilization of resources and the unique expertise of all United Nations funds, programmes and specialized agencies;

14. *Urges* all Member States to pursue full implementation of the internationally agreed development goals, including the Millennium Development Goals, and recognizes the positive contribution that these goals can make in providing direction to the operational activities for development of the United Nations system in accordance with national development efforts and priorities;

15. *Recognizes* that the transition from relief to development represents a complex challenge as regards the universal achievement of the Millennium Development Goals;

16. *Also recognizes* the importance of consistent, reliable and comprehensive statistical data and analysis about the United Nations operational activities in order to provide an understanding of evolutions and trends contributing to sound policy decisions;

II

Funding for operational activities of the United Nations development system

17. *Acknowledges* efforts by developed countries to increase resources for development, including commitments by some developed countries to increase official development assistance, notes with concern the overall decline in official development assistance in 2006, calls for the fulfilment of all official development assistance commitments, including the commitments by many developed countries to achieve the target of 0.7 per cent of gross national income for official development assistance by 2015 and to reach at least 0.5 per cent of gross national income for official development assistance by 2010, as well as the target of 0.15 per cent to 0.20 per cent for least developed countries, and urges those developed countries that have not yet done so to make concrete efforts in this regard in accordance with their commitments;

18. *Stresses* that core resources, because of their untied nature, continue to be the bedrock of the operational activities for development of the United Nations system, and in this regard notes with concern that the share of core contributions to United Nations funds and programmes has declined in recent years, and recognizes the need for organizations to address, on a continuous basis, the imbalance between core and non-core resources;

19. *Urges* donor countries and other countries in a position to do so to substantially increase their voluntary contributions to the core/regular budgets of the United Nations development system, in particular its funds, programmes and specialized agencies, and to contribute on a multi-year basis, in a sustained and predictable manner;

20. *Notes* that non-core resources represent an important supplement to the regular resource base of the United Nations development system to support operational activities for development, thus contributing to an increase in total resources, while recognizing that non-core resources are not a substitute for core resources and that unearmarked contributions are vital for the coherence and harmonization of the operational activities for development;

21. *Also notes*, in this regard, that the increased use of restrictively earmarked non-core resources reduces the influence of the governing bodies and can lead to the fragmentation of operational activities for development of the United Nations system and can thus constrain their effectiveness;

22. *Recognizes* the establishment of thematic trust funds, multi-donor trust funds and other voluntary non-earmarked funding mechanisms linked to organization-specific funding frameworks and strategies established by the respective governing bodies as funding modalities complementary to regular budgets;

23. *Requests* the United Nations funds and programmes, and urges the specialized agencies to avoid using core/regular resources to cover costs related to the management of extrabudgetary funds and their programme activities;

24. *Stresses* that the mobilization and management of extrabudgetary resources should not adversely impact the quality of the delivery of the programme of work of the funds, programmes and specialized agencies of the United Nations development system;

25. *Notes with concern* that, based on assessed contributions, the regular budgets of many specialized agencies have been stagnating, and invites countries to

consider increasing their contributions to the budgets of the specialized agencies in order to enable the United Nations development system to respond in a more comprehensive and effective manner to the demands of the United Nations development agenda;

26. *Recognizes* the urgent and specific needs of low-income countries, in particular the least developed countries, and stresses the need to continue to assist those countries, including through the existing institutions and funding mechanisms of the United Nations development system;

27. *Also recognizes* that middle-income developing countries still face significant challenges in the area of poverty eradication and that efforts to address those challenges should be supported in order to ensure that achievements made to date are sustained, including through support to the effective development of comprehensive cooperation policies;

28. *Requests* the Secretary-General, making use of existing capacities within the Secretariat and, if necessary, voluntary contributions:

(*a*) To continue to broaden and improve the coverage, timeliness, reliability, quality and comparability of system-wide financial data, definitions and classifications for the financial reporting of operational activities for development of the United Nations system, in a coherent way;

(*b*) To build a comprehensive, sustainable and consistent financial data and reporting system for the operational activities for development of all the relevant organizations and entities of the United Nations system;

(*c*) To include, in this regard, in the report to be submitted to the Economic and Social Council in 2008 a concise assessment of progress made and a description of planned activities;

(*d*) To invite Member States to contribute to the support of the work mentioned above;

29. *Also requests* the Secretary-General to undertake, in full consultation with Member States, measures:

(*a*) To promote an adequate and expanding base of development assistance from the United Nations system, taking into account, inter alia, the development priorities of programme countries;

(*b*) To promote the continuation of the upward trend in real contributions to operational activities for development to identify obstacles to the achievement of that goal and to make appropriate recommendations in this regard;

(*c*) To promote the predictability and the multi-year pledging of funding for operational activities for development;

(*d*) To promote an appropriate balance between core and non-core contributions;

30. *Further requests* the Secretary-General to submit a report, pursuant to paragraph 29 above, to the sixty-third session of the General Assembly;

31. *Calls upon* developed countries to ensure that information on their efforts to increase the volume of official development assistance is made available to the relevant United Nations intergovernmental bodies;

32. *Emphasizes* that increasing financial contributions to the United Nations development system is key to achieving the internationally agreed development goals, including the Millennium Development Goals, and in this regard recognizes the mutually reinforcing links between increased effectiveness, efficiency and coherence of the United Nations development system, achieving concrete results in assisting developing countries to eradicate poverty and achieve sustained economic growth and sustainable development through operational activities for development and the overall resourcing of the United Nations development system;

33. *Stresses* the importance for the United Nations development system to improve strategic planning, while noting that results-based management, accountability and transparency of the United Nations development system are an integral part of sound management;

34. *Emphasizes* that funding of operational activities for development of the United Nations system should focus on long-term development challenges based on national development strategies;

III

Contribution of United Nations operational activities to national capacity development and development effectiveness

A. Capacity-building and development

35. *Recognizes* that capacity development and ownership of national development strategies are essential for the achievement of the internationally agreed development goals, including the Millennium Development Goals, and calls upon United Nations organizations to provide further support to the efforts of developing countries to establish and/or maintain effective national institutions and to support the implementation and, as necessary, the devising of national strategies for capacity-building;

36. *Stresses* that capacity development is a core function of the United Nations development system, and in this regard requests the Secretary-General, in consultation with Member States, to take measures to ensure a coherent and coordinated approach by the United Nations development system in its support to capacity development efforts of programme countries;

37. *Calls upon* the United Nations development system to further support capacity-building and capacity development of developing countries, upon their request, to effectively coordinate and evaluate the impact of external development assistance in line with national development plans and priorities;

38. *Requests* the United Nations development system to support the development of specific frameworks aimed at enabling programme countries, upon their request, to design, monitor and evaluate results in the development of their capacities to achieve national development goals and strategies;

39. *Calls upon* United Nations organizations to adopt measures that ensure sustainability in capacity-building activities, and reiterates that the United Nations development system should use, to the fullest extent possible, national execution and available national expertise and technologies as the norm in the implementation of operational activities by focusing on national structures and avoiding, wherever possible, the practice of establishing parallel implementation units outside of national and local institutions;

40. *Calls upon* the United Nations development system to continue to strengthen national execution bearing in mind the importance of building national capacity, simplifying procedures and aligning them with national procedures;

41. *Requests* the United Nations development system to strengthen its procurement systems, guided by best practices, and to progressively rely on national systems for procurement;

42. *Also requests* the United Nations development system, in consultation with Member States, to create and report on a specific, measurable, achievable and time-bound results framework to measure capacity-building initiatives and activities of the United Nations development system in developing countries;

43. *Encourages* the funds, programmes and specialized agencies of the United Nations development system to intensify collaboration at the country and regional levels to achieve more effective use of their expertise, resources and actions towards strengthening national capacities, in accordance with national priorities and development plans, including through the common country assessment, when required, and the United Nations Development Assistance Framework;

44. *Welcomes* efforts and initiatives to enhance the quality of aid and to increase its impact, including the Paris Declaration on Aid Effectiveness, and calls for concrete, effective and timely action in implementing all agreed commitments on aid effectiveness, with clear monitoring and deadlines;

45. *Stresses* that programme countries, in order to meet the internationally agreed development goals, including those contained in the Millennium Declaration,[1] should have access to new and emerging technologies, which requires technology transfer, technical cooperation and the building and nurturing of scientific and technological capacity to participate in the development and adaptation of these technologies to local conditions, and in this regard urges Member States and the United Nations system to support the promotion and transfer of new and emerging technologies to programme countries;

46. *Requests* the United Nations development system to strengthen its role in facilitating access of developing countries to new and emerging technologies;

47. *Urges* all organizations of the United Nations development system to intensify inter-agency sharing of information at the system-wide level on good practices and experiences gained, results achieved, benchmarks and indicators and monitoring and evaluation criteria concerning their capacity-building and capacity development activities;

B. South-South cooperation and development of national capacities

48. *Reaffirms* the increased importance of South-South cooperation, and in this regard encourages the funds, programmes, specialized agencies and other entities of the United Nations system involved to mainstream support to South-South cooperation and triangular cooperation to help developing countries, at their request and with their ownership and leadership, to develop capacities to maximize the benefits and impact of South-South cooperation and triangular cooperation in order to achieve their national goals, with special emphasis on internationally agreed development goals, including the Millennium Development Goals;

49. *Calls upon* donors and Member States in a position to do so to strengthen their support for South-South cooperation, including triangular cooperation,

especially by mobilizing financial resources on a sustainable basis and by providing technical assistance;

50. *Invites* all Member States and the United Nations development system to actively participate in the High-level Committee on South-South Cooperation;

51. *Requests* the United Nations development system to intensify its information-sharing and reporting on support to and results achieved through South-South cooperation, including triangular cooperation;

52. *Stresses* that further efforts are required to better understand the approaches and the potential of South-South cooperation to enhance development effectiveness, including through national capacity development;

53. *Also stresses* the importance of strengthening the Special Unit for South-South Cooperation within the United Nations Development Programme, and calls upon the United Nations development system to provide the Special Unit with further support to enable it to fulfil its mandate;

54. *Welcomes* the fact that the Special Unit for South-South Cooperation continues to facilitate the wide diffusion of and access to information relating to experiences, best practices and potential partners in South-South cooperation on the Web of Information for Development, its electronic databank;

55. *Invites* Member States and the United Nations development system to celebrate the United Nations Day for South-South Cooperation in an appropriate manner;

C. Gender equality and women's empowerment

56. *Reiterates its call upon* the organizations of the United Nations development system, within their organizational mandates, to mainstream a gender perspective and to pursue gender equality and the empowerment of women in their country programmes, planning instruments and sector-wide programmes and to articulate specific country-level goals and targets in this field in accordance with national development strategies;

57. *Encourages* the governing bodies of United Nations agencies, funds and programmes to ensure that gender perspectives are integrated into all aspects of their monitoring functions in relation to policies and strategies, medium-term plans, multi-year funding frameworks and operational activities, including those relating to the implementation of the Millennium Declaration and the outcomes of major United Nations conferences and summits in the economic and social fields;

58. *Takes note* of the adoption by the United Nations System Chief Executives Board for Coordination of the United Nations system-wide policy on gender equality and the empowerment of women and strategy on gender mainstreaming,[7] and the efforts made by the Inter-Agency Network on Women and Gender Equality;

59. *Calls upon* the United Nations development system to consider the role of men and boys in gender mainstreaming policies;

60. *Requests* the United Nations development system to further enhance the effectiveness of gender specialist resources, gender focal points and gender theme

[7] CEB/2006/2 and Corr.1, annex.

groups, inter alia, by establishing clear mandates, ensuring adequate training, access to information and to adequate and stable resources and by increasing the support and participation of senior staff;

61. *Calls upon* the organizations of the United Nations development system, within their organizational mandates, to further improve their institutional accountability mechanisms and to include intergovernmentally agreed gender equality results and gender-sensitive indicators in their strategic frameworks;

62. *Calls upon* the United Nations development system to further improve qualitative and quantitative reporting on gender equality, including gender disaggregated data;

63. *Requests* the Secretary-General to ensure that the annual report of resident coordinators includes adequate and concise information on progress on the above;

64. *Calls upon* the United Nations development system to avail itself of the technical experience of the United Nations Development Fund for Women on gender issues;

65. *Urges* the organizations of the United Nations development system, in accordance with their respective mandates, to take a coherent and coordinated approach in their work on gender-related issues and to share good practices, tools and methodologies through appropriate means;

66. *Calls upon* the organizations of the United Nations development system to continue efforts to achieve gender balance in appointments within the United Nations system at the central, regional and country levels for positions that affect operational activities for development, including appointments of resident coordinators and other high-level posts, with due regard to representation of women from programme countries, in particular developing countries, and keeping in mind the principle of equitable geographic representation;

D. Transition from relief to development

67. *Stresses* the need for transitional activities to be undertaken under national ownership, and requests the United Nations development system to contribute in this regard to the development of national capacities at all levels to manage the transition process;

68. *Recognizes* that the United Nations development system has a vital role to play in situations of transition from relief to development;

69. *Requests* the United Nations development system, upon the request of affected countries, to respond to countries affected by disasters or conflicts in transition from relief to development in support of national priorities, while recognizing the differences in these situations;

70. *Also requests* the United Nations development system, in responding to countries in transition from relief to development, to tailor support to country-specific needs and to develop approaches in order to effectively provide support for early recovery, in accordance with national strategies, policies and requirements, while assisting in restoring or developing national capacity;

71. *Requests* the organizations of the United Nations development system to strengthen interdepartmental and inter-agency coordination in order to ensure an integrated, coherent and coordinated approach to assistance at the country level,

which takes account of the complexity of challenges that countries in those circumstances face and the country-specific character of those challenges;

72. *Also requests* the organizations of the United Nations development system to support, at the request of national Governments of countries in transition from relief to development, national capacity-building efforts and to report on their initiatives and activities in annual reporting to their respective governing bodies;

73. *Encourages* the United Nations system and the Bretton Woods institutions to continue their efforts to improve coordination with regard to the transition from relief to development, including, where relevant, the development of joint responses for post-disaster and post-conflict need assessments, programme planning, implementation and monitoring, including funding mechanisms, to deliver more effective support and to lower transaction costs for countries in the transition from relief to development;

74. *Requests* the United Nations development system to take measures, in line with guidance provided by Member States, that further strengthen the coherence, relevance, effectiveness, efficiency and timeliness of operational activities of the United Nations development system in countries in transition from relief to development;

75. *Notes*, in this regard, the need for the United Nations development system to consider ways to improve the effectiveness of its resource mobilization for transition from relief to development;

76. *Recognizes*, in this regard, the important role that the effective and responsive resident coordinator/humanitarian coordinator systems can play in situations of transition from relief to development;

77. *Calls upon* the relevant United Nations entities to further increase efforts, where appropriate, with due consideration of national data, to harmonize data collection and information management during the transition phase from relief to development and to make that information available to the Member State concerned;

78. *Requests* the United Nations development system to build its support capacity for early recovery in situations from relief to development, while noting the role that the United Nations Development Programme can play in this regard;

79. *Recognizes* that the exchange of expertise and experiences among countries of the South enables countries in situations of transition from relief to development to benefit from the experiences of other developing countries, and encourages the further development of South-South cooperation modalities, including triangular cooperation modalities, in this regard, while recognizing the need to adapt experiences to national contexts;

80. *Invites* the United Nations development system to take into account in its assistance to countries emerging from conflict that are on the agenda of the Peacebuilding Commission, the advisory role that the Commission can play in relation to peacebuilding and recovery strategies, with a view to helping countries lay the foundation for their economic and social recovery and development and ensuring national ownership of the peacebuilding process;

81. *Urges* United Nations agencies and the donor community, in coordination with the national authorities, to begin planning the transition to development and taking measures supportive of that transition, such as institutional and capacity-building measures, from the beginning of the relief phase;

82. *Urges* all donors and countries in a position to do so to consider more coordinated and flexible approaches to the funding of operational activities for development in situations of transition from relief to development, making use of multiple resource mobilization instruments, and stresses that contributions to humanitarian assistance should not be provided at the expense of development assistance and that sufficient resources for humanitarian assistance should be made available by the international community;

83. *Stresses* the need for adequate, predictable and timely funding of operational activities for development in countries in situations from relief to development, and calls upon donors and countries in a position to do so to provide timely, predictable and sustained financial contributions for the operational activities of the United Nations system for early recovery and long-term development for countries in transition from relief to development;

84. *Requests* the resident coordinator system and the United Nations country teams, at the request of national Governments and in coordination with them, to promote the inclusion of prevention strategies in national development plans, bearing in mind the importance of national ownership and capacity-building at all levels;

85. *Encourages* Member States and relevant United Nations organizations to integrate disaster risk reduction into their respective activities, including measures aimed at restoring and improving services and infrastructure as part of the early recovery and transition phase;

IV

Improved functioning of the United Nations development system

A. Coherence, effectiveness and relevance

86. *Underscores* that the ownership, leadership and full participation of national authorities in the preparation and development of all planning and programming documents of the United Nations development system, including the common country assessment and the United Nations Development Assistance Framework, are key to guaranteeing that they respond to the national development plans and strategies, and requests the United Nations development system to use the Framework and its results matrix, where applicable and with the agreement of the programme country, as the common programming tool for country-level contributions of the funds and programmes towards the achievement of the internationally agreed development goals, including the Millennium Development Goals, to be fully endorsed and countersigned by the national authorities;

87. *Recalls* the potential of the United Nations Development Assistance Framework and its results matrix as the collective, coherent and integrated programming and monitoring framework for the operations of the United Nations development system at the country level, bringing increased opportunities for joint initiatives, including joint programming, and urges the United Nations development system to fully utilize such opportunities in the interest of enhancing aid efficiency and aid effectiveness;

88. *Emphasizes*, in this regard, that planning and programming frameworks of operational activities for development of the United Nations system, including the United Nations Development Assistance Framework, need to be fully aligned with national development planning cycles, whenever possible, and that they should make use of and strengthen national capacities and mechanisms;

89. *Underscores* the fact that the resident coordinator system is owned by the United Nations development system as a whole, and that its functioning should be participatory, collegial and accountable;

90. *Recognizes* the central role of resident coordinators in making possible the coordination of United Nations operational activities for development at the country level to improve the effectiveness of their response to the national development priorities of programme countries, including through appropriate resources and accountability;

91. *Reaffirms* that the resident coordinator system, within the framework of national ownership, has a key role to play in the effective and efficient functioning of the United Nations system at the country level, including in the formulation of the common country assessment and the United Nations Development Assistance Framework, and is a key instrument for the efficient and effective coordination of the operational activities for development of the United Nations system;

92. *Urges* the United Nations development system to provide further financial, technical and organizational support for the resident coordinator system, and requests the Secretary-General, in consultation with the members of the United Nations Development Group, to ensure that resident coordinators have the necessary resources to fulfil their role effectively;

93. *Notes* that coordination activities, while beneficial, represent transaction costs that are borne by both programme countries and the organizations of the United Nations system, and requests the Secretary-General to report on an annual basis to the Economic and Social Council at its substantive session on the functioning of the resident coordinator system, including costs and benefits;

94. *Encourages* efforts by the United Nations development system to improve the selection and training process of resident coordinators, and requests the Secretary-General to report on this subject to the Economic and Social Council at its substantive session in 2009;

95. *Also encourages* the use of advanced information and communications technologies, including knowledge management, that will facilitate the contribution of United Nations funds, programmes and specialized agencies, including non-resident agencies, to the United Nations Development Assistance Framework and other planning frameworks and mechanisms, as well as overall information-sharing;

96. *Underscores* that the resident coordinator, supported by the United Nations country team, should report to national authorities on progress made against results agreed in the United Nations Development Assistance Framework;

97. *Also underscores* the importance of ensuring that the strategic plans of funds and programmes are consistent with and guided by the comprehensive policy review, which establishes the main intergovernmentally agreed parameters of the operational activities for development of the United Nations system;

98. *Requests* the Secretary-General, in this regard, to report to the General Assembly on the implications of aligning the strategic planning cycles of the United Nations funds and programmes with the comprehensive policy review and to provide recommendations on changing the comprehensive policy review from a three-year to a four-year cycle, in order for the Assembly to make a well-informed decision during its sixty-third session;

99. *Welcomes* the efforts made by the United Nations development system in the use of the common country assessment and the United Nations Development

Assistance Framework and the alignment of the Framework cycle with national planning processes and frameworks in an increasing number of countries, and notes the efforts made to improve coherence, coordination and harmonization in the United Nations development system, including at the country level;

100. *Invites* the United Nations system and the Bretton Woods institutions to explore further ways to enhance cooperation, collaboration and coordination, including through the greater harmonization of strategic frameworks, instruments, modalities and partnership arrangements, in full accordance with the priorities of the recipient Governments, and in this regard emphasizes the importance of ensuring, under the leadership of national authorities, greater consistency between the strategic frameworks developed by the United Nations agencies, funds and programmes and the Bretton Woods institutions, while maintaining the institutional integrity and organizational mandates of each organization and the national poverty reduction strategies, including poverty reduction strategy papers, where they exist;

101. *Emphasizes* that programme countries should have access to and benefit from the full range of mandates and resources of the United Nations development system, whereby the national Governments should determine which resident and non-resident United Nations organizations will best respond to specific needs and priorities of the individual country, including in the case of non-resident agencies, through hosting arrangements with resident organizations, as appropriate;

102. *Calls upon* the Secretary-General to improve the transparency and competitiveness of the recruitment processes for senior high-level posts in the United Nations development system in order to find the best candidates both inside and outside the United Nations system, and in this regard calls upon the chief executives of the United Nations specialized agencies, funds and programmes to fully cooperate with the Secretary-General, through the United Nations System Chief Executives Board for Coordination, in harmonizing recruitment processes for senior officials by 2009, making the selection criteria transparent and ensuring that, for candidates with equivalent competencies, gender and geographical balance are duly taken into account;

103. *Encourages* that the United Nations development system be invited to participate, ex officio, in current and new aid modalities and coordination mechanisms, at the request of the programme country, and invites the United Nations development system to enhance its participation in this regard;

104. *Requests* the Administrator of the United Nations Development Programme, in the exercise of responsibilities for the management of the resident coordinator system, which continues to be firmly anchored in the United Nations Development Programme:

(*a*) To establish appropriate mechanisms to ensure that the cost of the resident coordinator system does not reduce resources that are destined for development programmes in programme countries;

(*b*) To ensure, where possible, that cost savings, as a result of joint efforts and coordination, will accrue to development programmes;

105. *Recalls* the mandate of the United Nations Development Programme, within the existing programming arrangement, to appoint country directors to run its core activities, including fund-raising, so as to assure that resident coordinators are fully available for their tasks;

B. Regional dimensions

106. *Recognizes* the contribution of interregional, regional and subregional cooperation to addressing development challenges related to the achievement of the internationally agreed development goals, including the Millennium Development Goals;

107. *Encourages*, in this regard, the United Nations development system to strengthen collaboration with regional and subregional intergovernmental organizations and regional banks, as appropriate and consistent with their respective mandates;

108. *Requests* the United Nations regional commissions to further develop their analytical capacities to support country-level development initiatives at the request of the programme countries, and to support measures for more intensive inter-agency collaboration at the regional and subregional levels;

109. *Recognizes*, in regard to the functioning of the United Nations development system, the importance of aligning regional technical support structures and the regional bureaux to provide support to the United Nations country teams, including enhanced technical, programme and administrative support, increasing their collaboration at the regional level, including through co-location, where appropriate and consistent with the needs of the programme countries of the regions concerned, and identifying appropriate mechanisms at the subregional level, where appropriate and in close consultation with the programme countries concerned, to respond to specific challenges that cannot be adequately responded to at the regional hubs;

110. *Requests* the funds, programmes and specialized agencies and other entities of the United Nations development system at the regional level and the regional commissions to further strengthen cooperation and coordination among each other at the regional level and with their respective headquarters, inter alia, through closer cooperation within the resident coordinator system and in close consultation with Governments of the countries concerned and, where appropriate, to include the funds, programmes and specialized agencies that are not represented at the regional level;

111. *Calls upon* the organizations of the United Nations development system, its regional commissions and other regional and subregional entities, as appropriate and consistent with their mandates, to intensify their cooperation and to adopt more collaborative approaches to support country-level development initiatives at the request of recipient countries, in particular through closer collaboration within the resident coordinator system and by improving mechanisms for access to the technical capacities of the United Nations system at the regional and subregional levels;

C. Transaction costs and efficiency

112. *Requests* the executive boards and governing bodies of the United Nations funds, programmes and specialized agencies to assess the progress achieved, including costs and benefits, in the area of simplification and harmonization of the United Nations development system at the global, regional and country levels, analyse the potential impacts on development programming and report to the Economic and Social Council at its substantive session on an annual basis;

113. *Calls upon* the United Nations funds, programmes and specialized agencies to continue to harmonize and simplify their rules and procedures, wherever this can lead to a significant reduction in the administrative and procedural burden on the organizations and national partners, bearing in mind the special circumstances of programme countries, and to enhance the efficiency, accountability and transparency of the United Nations development system;

114. *Also calls upon* the United Nations funds, programmes and specialized agencies to ensure, to the extent possible, that savings resulting from reductions in transaction and overhead costs accrue to development programmes in programme countries;

115. *Recognizes* that the growth of non-core/supplementary/extrabudgetary funding and of the number of associated projects increases transaction costs and is an important factor that can hinder efforts to maximize efficiency of the United Nations development system;

116. *Requests* the executive boards of the United Nations funds, programmes and specialized agencies to review the issue of cost recovery to ensure that core resources do not subsidize the projects undertaken through non-core/supplementary/ extrabudgetary funding;

117. *Requests* the United Nations development system to further standardize and harmonize the concepts, practices and cost classifications related to transaction cost and cost recovery, while maintaining the principle of full cost recovery in the administration of all non-core/supplementary/extrabudgetary contributions, including in joint programmes;

118. *Encourages* the United Nations funds, programmes and specialized agencies, as appropriate and in consultation with programme countries, to further lower transaction costs, to conduct missions, analytical work and evaluations at the country level jointly, to provide their capacity development support through coordinated programmes consistent with the requests of programme countries and national priorities and to promote joint training and sharing of lessons learned;

119. *Encourages* the United Nations development system to make increased use of national public and private systems for support services, including for procurement, security, information technology, telecommunications, travel and banking, as well as, when appropriate, for planning, reporting and evaluation, and also encourages the United Nations development system to avoid and significantly reduce the number of its parallel project implementation units in programme countries as a means of strengthening national capacities and reducing transaction costs;

120. *Encourages* the funds, programmes and specialized agencies of the United Nations system to step up their efforts, in consultation with national Governments of programme countries and in accordance with their development needs and priorities, to rationalize their country presence through common premises, co-location and, where appropriate, to implement the joint office model and expand common shared support services and business units, in order to reduce United Nations overhead and transaction costs for national Governments;

121. *Encourages* the continuing development of harmonized approaches such as the adoption of the International Public Sector Accounting Standards, the standardization of audit definitions and ratings and the harmonized approach to cash transfers, calls upon the United Nations funds, programmes and specialized agencies to further harmonize and simplify their business practices, and recognizes the

importance of harmonizing human resources management, enterprise resource planning systems, finance, administration, procurement, security, information technology, telecommunications, travel and banking, and of making use of information and communications technologies to the fullest extent possible in order to reduce travel costs and other recurring communications costs;

122. *Requests* the Secretary-General to submit to the Economic and Social Council, at its substantive session in 2008, a programme of work for the full implementation of the above-mentioned actions, to be completed before the end of 2010, including a specific, measurable, achievable and time-bound results framework, benchmarks, responsibilities and provisions to phase out redundant rules and procedures, as well as a timetable to monitor the progress made towards meeting these targets;

D. Country-level capacity of the United Nations development system

123. *Reiterates* the need for the range and level of skills and expertise assembled by the United Nations system at the country level to be commensurate with that needed to deliver on the priorities specified in each country's United Nations Development Assistance Framework or country programme documents, in line with the national development strategies and plans, including poverty reduction strategy papers, where they exist, and to correspond to the technical backstopping and capacity-building needs and requirements of developing countries;

124. *Encourages* the organizations of the United Nations development system to take all necessary measures in their human resources policies to ensure that United Nations staff involved in operational activities at the country level have the skills and expertise required for effective management, policy advisory and other capacity development work, in line with national development priorities and plans;

125. *Stresses* the need for the United Nations development system to adopt comprehensive policies and strategies for human resources and workforce planning and development, and in this regard requests the Secretary-General to prepare a report identifying human resources challenges within the development system at the country level and formulating recommendations for improvements;

126. *Requests* the Secretary-General, through the United Nations System Chief Executives Board for Coordination, to continue and intensify efforts related to inter-agency staff mobility, re-profiling and redeployment of staff, as well as training and skills upgrading, notably at the United Nations System Staff College at Turin, Italy;

127. *Underscores* the importance of the use of national professional staff and national consultants, wherever feasible and to the advantage of the programme countries;

128. *Encourages* the United Nations development system to further promote, develop and support knowledge management systems, so that programme countries can avail themselves of knowledge and expertise that is not readily accessible at the country level, including resources readily available at the regional level and from non-resident agencies;

E. Evaluation of operational activities for development

129. *Emphasizes* that programme countries should have greater ownership and leadership in the evaluation of all forms of assistance, including that provided by the United Nations development system, and requests the United Nations development

system to pursue and intensify its efforts to strengthen evaluation capacities in programme countries;

130. *Notes* the endorsement in 2005 of the norms and standards for evaluation by the United Nations system through the United Nations Evaluation Group, constituting a contribution to strengthening evaluation as a United Nations system function;

131. *Requests* the Secretary-General to continue to assess the effectiveness of the operational activities for development of the United Nations system, including, in particular, by assessing the effective use of all capacities available to provide a comprehensive and flexible response to the demand of developing countries for development support, and to report on the results of this assessment in the context of the next comprehensive policy review;

132. *Recognizes* the need to optimize the linking of evaluation to performance in the achievement of development goals, and encourages the United Nations development system to strengthen its evaluation activities, with particular focus on development results, including through the effective use of the results matrix of the United Nations Development Assistance Framework, the systematic use of monitoring and evaluation approaches at the system-wide level and the promotion of collaborative approaches to evaluation, including joint evaluations;

133. *Emphasizes* the importance of the independence and impartiality of the evaluation function within the United Nations system;

134. *Reaffirms* that the effectiveness of operational activities should be assessed by their impact on the poverty eradication efforts, economic growth and sustainable development of programme countries;

135. *Recalls* the need for country-level evaluations of the United Nations Development Assistance Framework at the end of the programming cycle, based on the results matrix of the Framework, with the full participation and leadership of the recipient Government;

136. *Requests* the United Nations development system to further develop guidance and oversight mechanisms for the funding, planning and implementation of the monitoring and evaluation of United Nations Development Assistance Frameworks, with a view to assessing their contribution to national development and the achievement of the internationally agreed development goals, including the Millennium Development Goals;

137. *Encourages* all United Nations organizations involved in operational activities for development that have not already done so to adopt, as appropriate, monitoring and evaluation policies that are in line with system-wide norms and standards and to make the necessary financial and institutional arrangements for the creation and/or strengthening of independent, credible and useful evaluation functions within each organization;

138. *Encourages* the United Nations development system to further strengthen evaluation, with the agreement of the governing bodies of the funds, programmes and agencies, and in this regard encourages the United Nations development system to continue efforts to strengthen evaluation across the system and to promote a culture of evaluation;

139. *Notes* the voluntary efforts to improve coherence, coordination and harmonization in the United Nations development system, including at the request of some "programme country pilot"; encourages the Secretary-General to support